
kpn
For a better internet



Foreword

KPN is at the heart of society. And that is precisely why we are on a mission to help shape the future of the Netherlands. This cannot and should not be a half-hearted effort. Because the urgency and impact of social issues and climate change go to the core of our goal: to go all out to connect everyone in the Netherlands to a sustainable future.

Joost Farwerck
CEO KPN and Chair of Board of Management

As a telecom and ICT service provider, we are building the digital infrastructure of the future. A better internet that opens the doors to a new era of connectivity, where everyone in the Netherlands will have seamless access to superfast internet, powered by fiber and by new applications thanks to 5G, cloud computing, IoT, and edge computing.

But we also believe that ‘a better internet’ is about much more than high speed, unlimited bandwidth, or highly secure private networks. It is about making the internet a place where everyone can achieve their full potential, a part of society where we all feel welcome, safe, and connected. An internet whose negative impacts we minimize and whose positive impacts we maximize. Creating ‘a better internet’ also requires a telecom company that looks, thinks, and acts outside the box. And a telecom company that acts responsibly, inclusively, and sustainably inside the box.

We want to harness the full potential of the digital age in which we live, but we also want to be the catalyst for genuine contact between people. This is a journey we embarked on 15 years ago with the launch of the KPN Mooiste Contact Fonds, connecting people who struggle with loneliness.

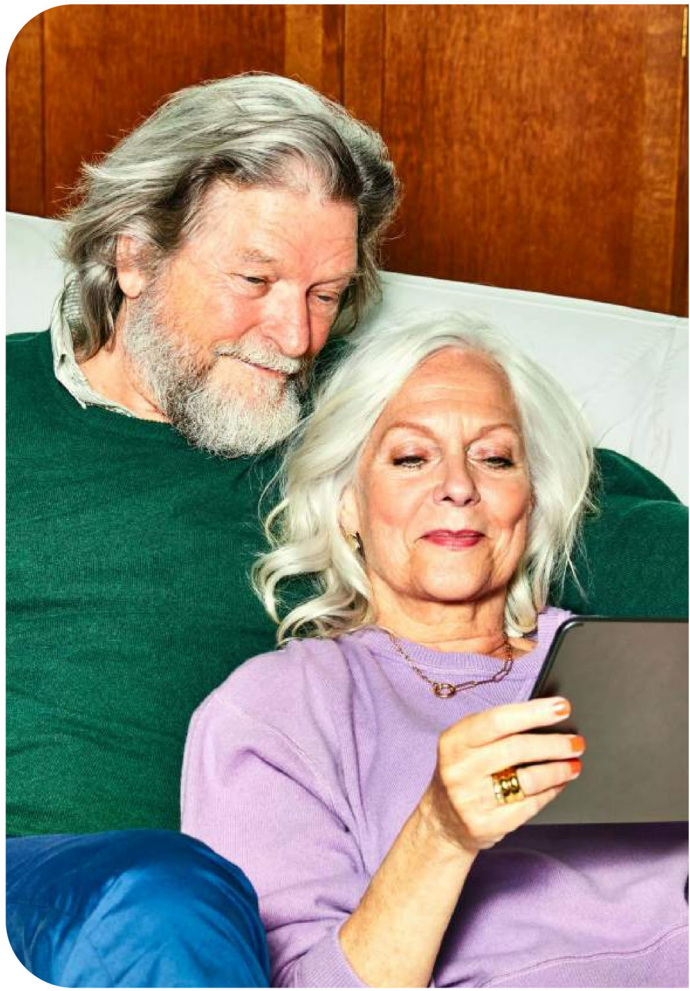
In 2011 we decided to use only green electricity, and in 2015 we started offsetting the emissions of our vehicle fleet, making our operations carbon neutral[1]. We have also set ourselves ambitious targets in terms of circularity, and we want to source two-thirds of our long-term energy needs from local wind and solar farms and to reduce the carbon footprint of our entire value chain to zero by 2040.

“We have set ourselves ambitious circularity goals”

Today's world demands a broader view of the role of companies and their contribution to social progress. For this reason, we are broadening our scope to include safety, human rights, and biodiversity initiatives. We are raising the bar and lifting our existing targets to a higher level, and we want to share our successes and dilemmas more widely in the future, so that we can learn from each other.

Our ‘Connect, Activate & Grow’ strategy marks the beginning of a fully integrated ESG agenda[2] that demonstrates how our company's growth and societal progress are inextricably linked. The best measure of success is long-term value creation for all our stakeholders, including the three generations of my family and the colleagues with whom I work every day to deliver on our promises to our customers and society.

We hope you will join us in this mission,
Joost



[1] Carbon neutral means: not contributing to global warming by using only renewable energy (“Scope 2 emissions”) and offsetting the decreasing and small percentage of fossil-fuel use (“Scope 1 emissions”) with projects that remove as much greenhouse gas from the air as we emit. This definition excludes chain emissions (Scope 3).

[2] ESG stands for: Environmental, Social, Governance


Introduction

Technology changes the world, the society, and humans. And people change technology. Technology is, therefore, an integral part of our daily lives. Technology gives us the power to make sustainability a reality. As a telecom provider, we play a crucial role in this change.

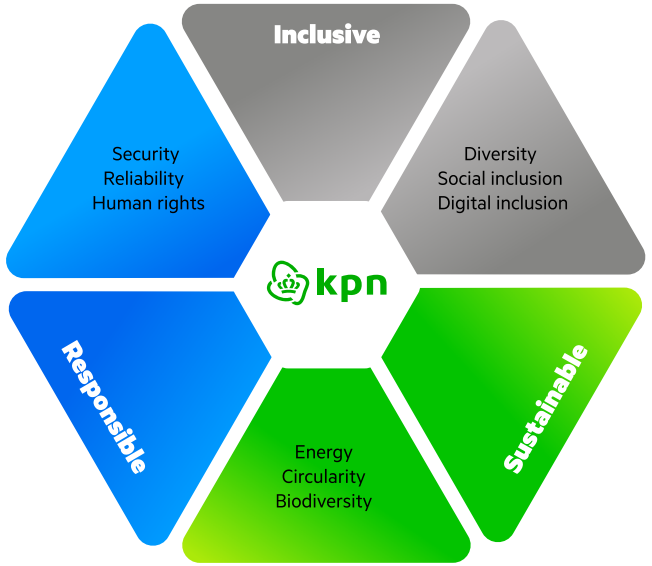
Telecommunications can literally and figuratively bridge the digital divide by providing the physical connection that makes every social connection possible. Telecommunications facilitate economic growth and sustainability in other sectors, as well as remote healthcare, smart cities, and connectivity during emergencies and disasters.

It gives people a voice so they can be heard by more people and allows them to make unlimited connections. It also comes with great obligations and challenges in terms of responsibility, inclusivity, and sustainability.

Our intrinsic motivation drives our ambition to be at the forefront of ESG.

There is a reason why our mission is to go all out to connect everyone in the Netherlands to a sustainable future. In order to deliver that sustainable future, it is important that KPN remains financially healthy so that we can pursue and achieve our goals as a company over the long term.

This also means using our ESG strategy to have an impact on a wider range of issues. Which is why the new strategy focuses on three pillars: Responsible, Inclusive, and Sustainable. We infuse these pillars with programs and targeted, measurable ambitions that help us make a tangible contribution to seven Sustainable Development Goals (SDGs).



Responsible
We provide services that are designed to be reliable and safe. We do business with respect

Inclusive
We make it possible for everyone to participate in and benefit from a connected society

Sustainable
We minimize our footprint, maximize our positive impact, and respect the environment

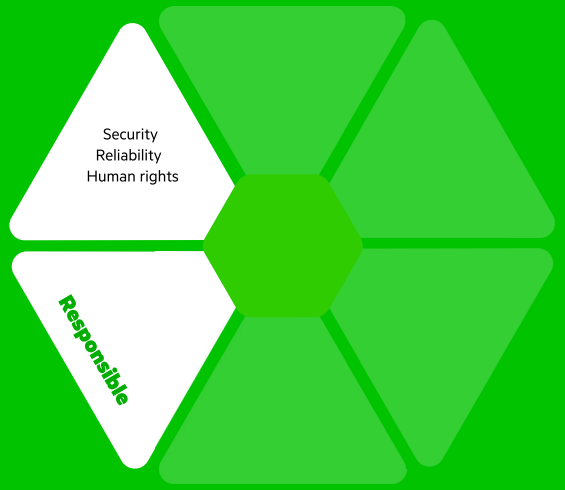
17 UN Sustainable Development Goals (SDGs)

Background

In developing this manifesto, we deliberately sought inspiration from other companies in our industry, both in the Netherlands and abroad, where everyone is facing the same challenges. The model that resonated most with us was that of British Telecom, which is also being adopted by others in the sector. We were inspired by their framework: Responsible, Inclusive, and Sustainable. We would like to thank everyone for the inspiration. We strongly believe that we can achieve more as a sector if we have shared ambitions and a clear language. By doing so, the impact of the sector's efforts as a whole will be clearer and more measurable. It is a way to show how we, as a sector, are working together to make the world a better place by making the internet better.


Themes

We are committed to providing reliable and safe services and to doing business with integrity. Security, reliability and respect for human rights come first.



Responsible

Security

Digital networks and services should facilitate life online; they should not be a threat, but rather a response to threats. Security is paramount in everything we do. We work around the clock, every day of the year, to combat cybersecurity risks and protect our systems and data, as well as those of our customers. In a digital society, this is becoming increasingly important.

Reliable

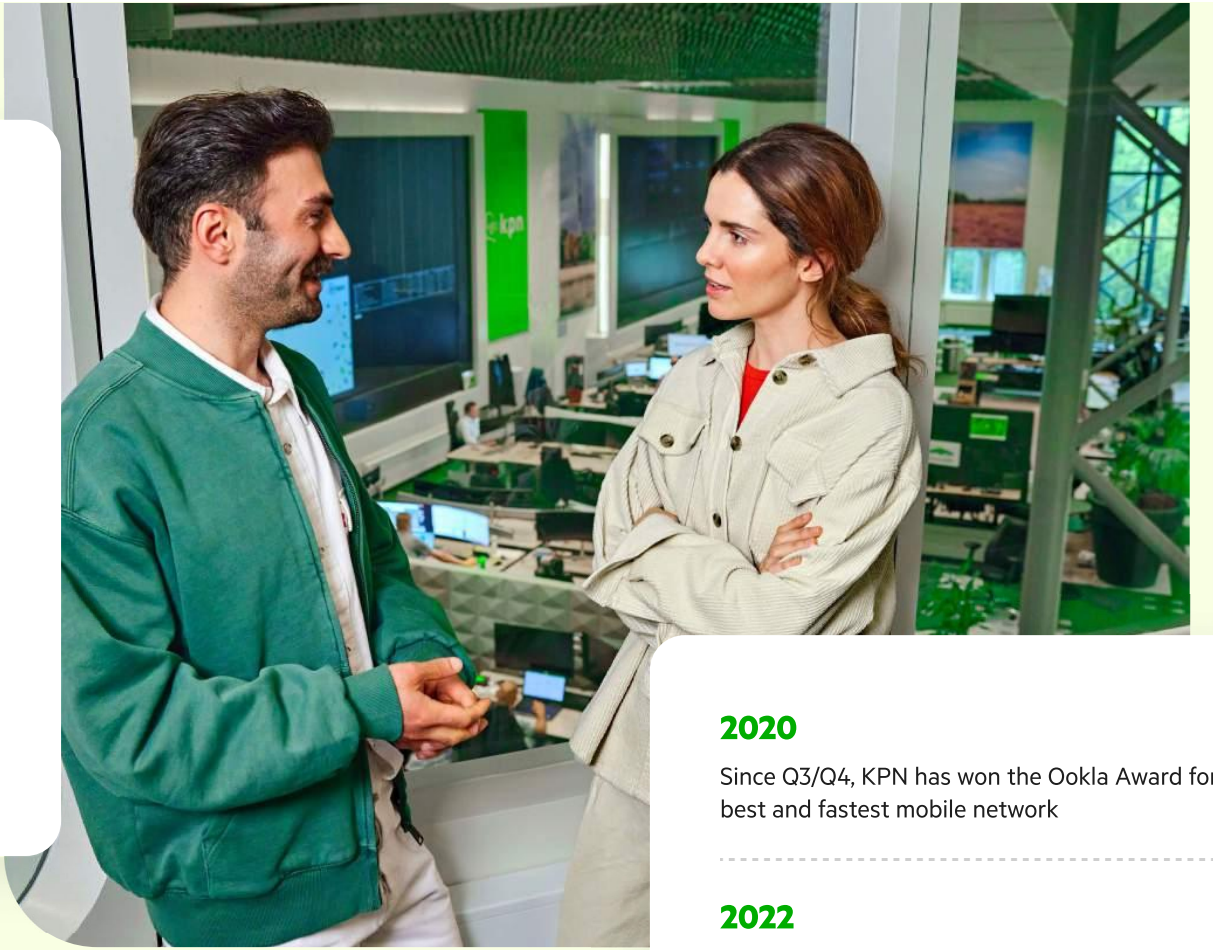
In a society that is increasingly dependent on connectivity, we understand better than anyone the importance of reliable services. As such, KPN is committed to maximizing the availability of its services by offering customers an ‘always on’ experience.

Human rights

KPN is at the heart of society, which means we have a responsibility to respect and protect human rights. We do this for our employees and customers, in our supply chain, and for society as a whole. To do this, we collaborate with partners such as the Joint Alliance for CSR (JAC) and organizations such as the Responsible Mining Initiative that have access to parties further down our value chain.



Our journey



2011

KPN becomes a member of the Joint Alliance for CSR (JAC) to collaborate with other players in the telecom sector to improve the supply chain

2012

Establishment of Security Operations Center, now the largest security operations center in the Netherlands

2015

KPN is the first Dutch provider to be awarded the Gold Privacy Guarantee label

2020

Since Q3/Q4, KPN has won the Ookla Award for best and fastest mobile network

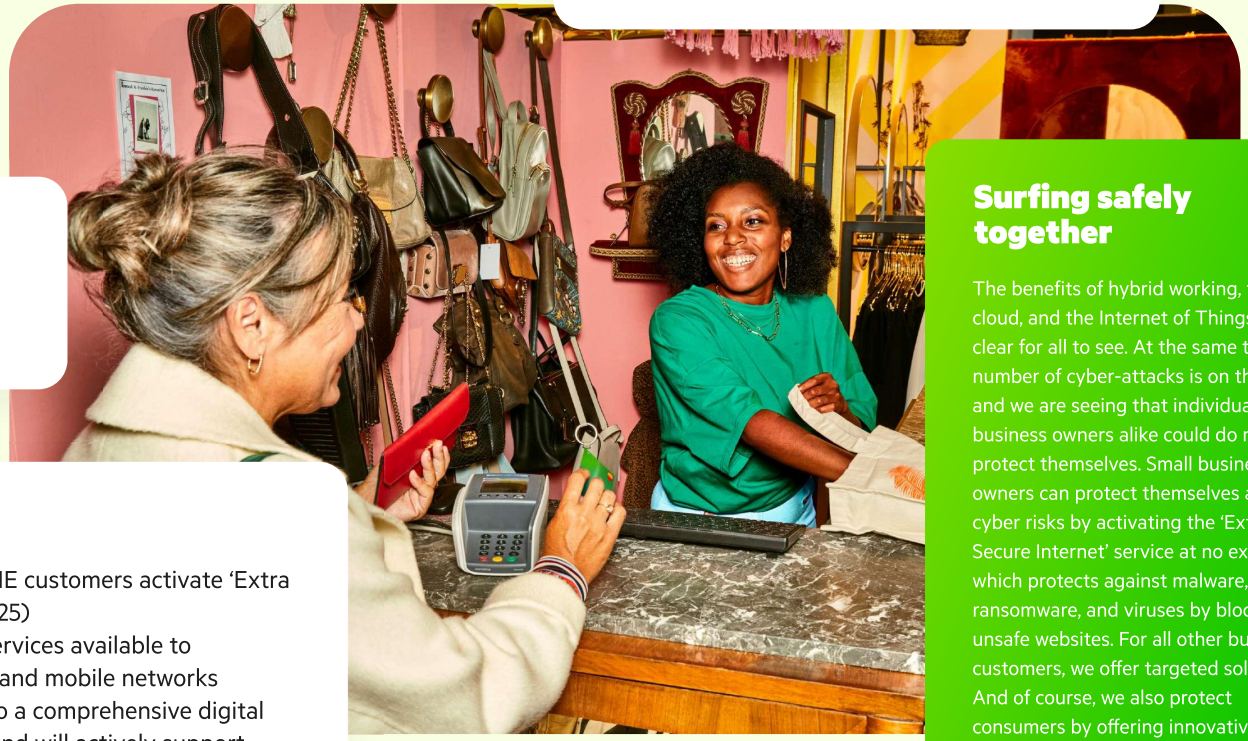
2022

69% of Dutch people consider their data secure with KPN. 91% of KPN customers rank KPN in the top 3 companies for data security

Our goals

Human rights

80% of suppliers have an above-average EcoVadis score



Reliability

- Availability internet 99.99% (2025)
- Availability mobile services 99.9% (2025)

Security

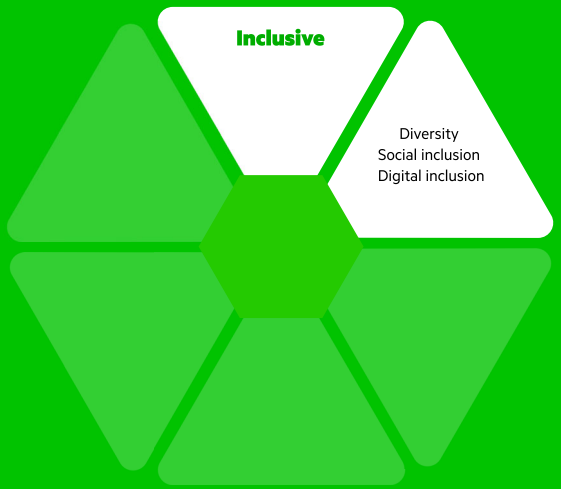
- 75% of SME KPN ONE customers activate ‘Extra Secure Internet’ (2025)
- We make security services available to consumers on fixed and mobile networks
- We are committed to a comprehensive digital resiliency program and will actively support customers, young and old, with education on this topic

Surfing safely together

The benefits of hybrid working, the cloud, and the Internet of Things are clear for all to see. At the same time, the number of cyber-attacks is on the rise, and we are seeing that individuals and business owners alike could do more to protect themselves. Small business owners can protect themselves against cyber risks by activating the ‘Extra Secure Internet’ service at no extra cost, which protects against malware, ransomware, and viruses by blocking unsafe websites. For all other business customers, we offer targeted solutions. And of course, we also protect consumers by offering innovative services, for example, to help parents keep their children safe online.

A better internet is one where everyone can participate and be themselves. The digital society must be accessible to all. That is why we promote digital inclusion and social inclusion, and strive for diversity in our teams for better performance, different perspectives, and recognition for all our customers.

Inclusive



Digital inclusion

We provide a stable network that consistently delivers the best quality. Together with our partner Glaspoort, we invest hundreds of millions of euros every year to build a modern fiber-optic network. We have made it our ambition to provide fiber to 80% of all households in the Netherlands by the end of 2026. After this date, we will also provide the remaining 20% with a future-proof connection. These networks will ensure that everyone, everywhere has access to high-quality connectivity; the cornerstone of digital inclusion.

To ensure that everyone is truly able to participate, we make our services and products accessible to everyone. Because only those who are connected can participate fully, both at work and at home. For us, digital inclusion means that people, regardless of their background, socio-economic position, or disability, can participate fully in the digital world in an independent, conscious, and safe way.



Social inclusion

Digital connectivity contributes to social connectedness. KPN has been connecting people for more than 150 years, so we know that social contact does not come naturally to everyone. Since 2007, the KPN Mooiste Contact Fonds has been bringing people who feel lonely in contact with the world around them again by supporting community initiatives with money, knowledge, resources, and people. Our own employees also volunteer in these projects.



Diversity

To fully understand all of our customers, we want to be a true reflection of society. We are committed to a diverse workforce in terms of gender, sexual orientation, age, years of service, cultural and social background, neurodiversity, and ability. Diverse teams are better teams, working towards a better internet. At KPN, we strive to create an inclusive, safe, and equal work environment where everyone feels welcome, can participate, and can be the best version of themselves. Our employment conditions cater to each of the five generations working at KPN. This is included in our policies and cultural statement that we pursue internally and share externally.

We give our colleagues plenty of room for personal growth because developments in our industry come thick and fast. We train people who have a disadvantage on the labor market, and then help them to find a job at KPN or elsewhere.

Our journey

1983

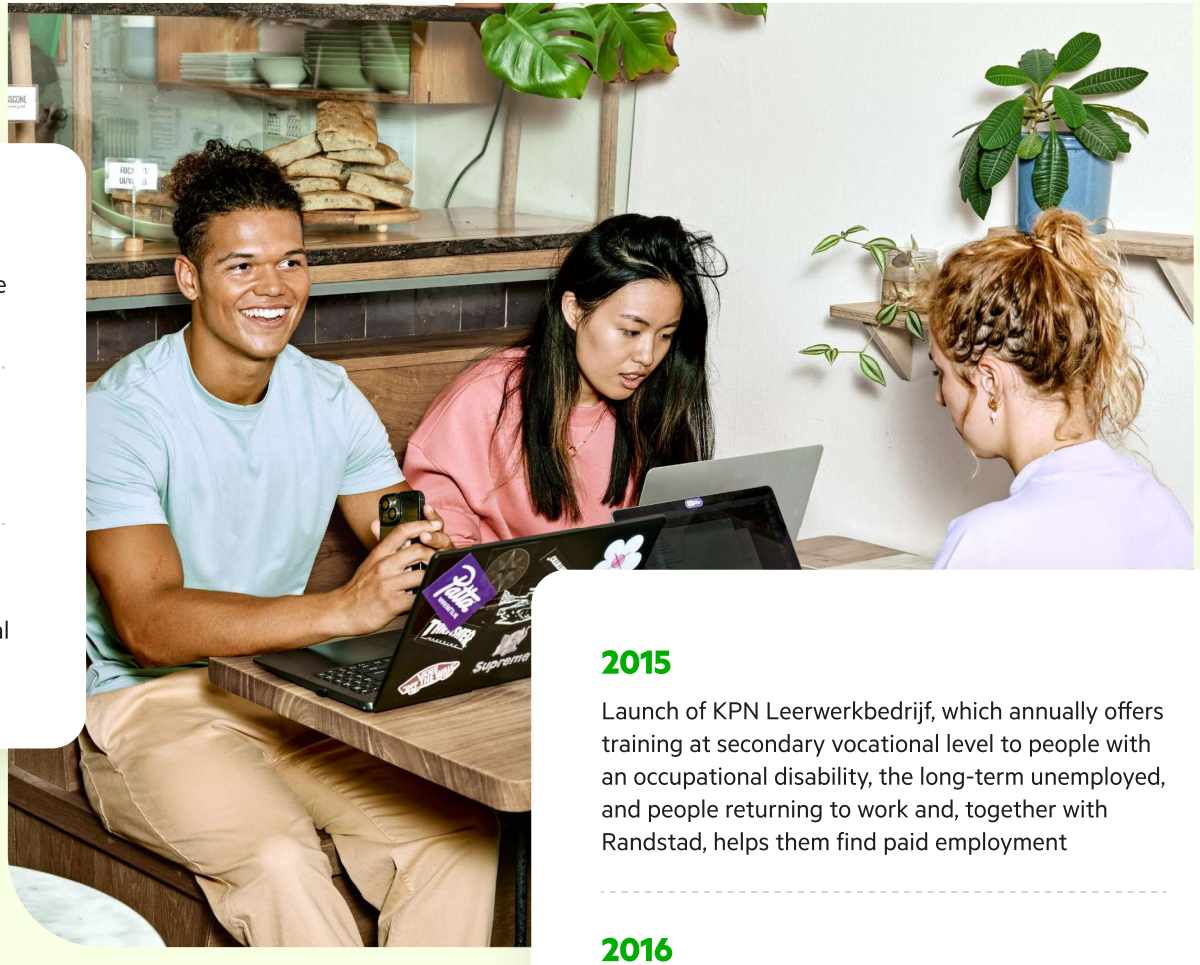
Launch of Teleplus, renamed Teletolk in 2013, a service for people with a hearing impairment

2007

Establishment of KPN Mooiste Contact Fonds

2010

Foundation of KPN Pride; first appearance at the Canal Parade. Involved every year since then

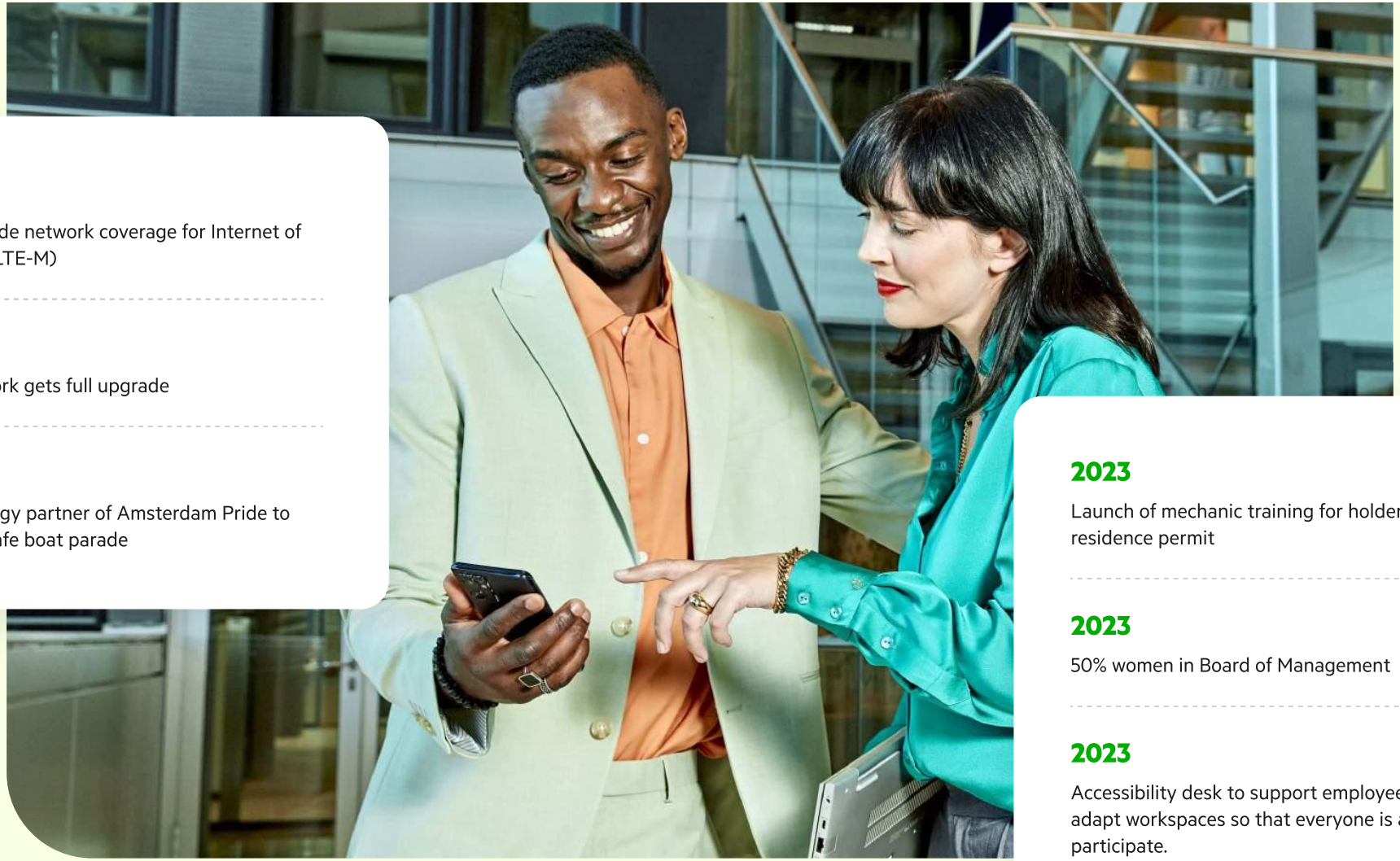


2015

Launch of KPN Leerwerkbedrijf, which annually offers training at secondary vocational level to people with an occupational disability, the long-term unemployed, and people returning to work and, together with Randstad, helps them find paid employment

2016

The Netherlands is the first country in the world to have a LoRa network with national coverage



2018

Nationwide network coverage for Internet of Things (LTE-M)

2023

5G network gets full upgrade

2023

Technology partner of Amsterdam Pride to ensure safe boat parade

2023

Launch of mechanic training for holders of a residence permit

2023

50% women in Board of Management

2023

Accessibility desk to support employees and adapt workspaces so that everyone is able to participate.

Our goals

Digital inclusion through connectivity

~80% of households connected to fiber, in joint venture with Glaspoort (2026)

Digital inclusion through accessibility

We are making our systems and products more accessible to facilitate digital participation.



Off sick... but still in the classroom!

Chronically sick children not only miss their school lessons, they also miss their classmates. KlasseContact, the longest-running project of the KPN Mooiste Contact Fonds, reconnects these children with their classmates. Research shows that they participate visibly and actively in class and maintain their friendships. They also experience less stress when they return to school and notice an improvement in their social well-being. Loïs Helder, a former participant, wrote and illustrated a book about this initiative: “Kijk daar is Robin” (Look, there’s Robin!) The read-aloud book, aimed at the very youngest pupils, explains how the distance learning system works and also talks about staying socially engaged.

Gender diversity

- 25% women at KPN (2025)
- 35% women in the sub-top, reporting directly to the Board of Management (2025)

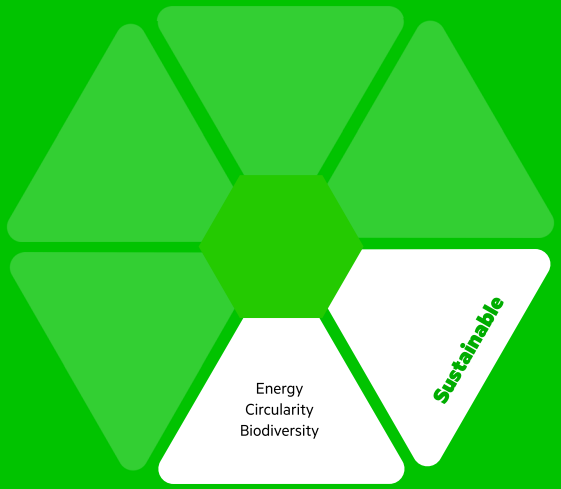
Social entrepreneurship

- Basic level of certification for the Social Entrepreneurship Performance Ladder (2025)
- KPN makes at least 20 temporary jobs available per calendar year specifically for people who are at a disadvantage on the labor market



We are limiting our footprint and actively working towards a greener future by focusing on energy efficiency, circularity, and biodiversity.

Sustainable



Although data usage is increasing, our absolute electricity consumption continues to fall thanks to rationalization and improved technologies. We are committed to reducing our electricity consumption, becoming more energy efficient, using 100% renewable energy, and utilizing the right energy at the right time through battery concepts. We help our customers become more sustainable and environmentally friendly by facilitating hybrid working and providing smart solutions for different sectors.

We design products in a circular way, using materials that can easily be given a second life. We recover hardware, we extend the life of products, we reuse, and we recycle. We are aware of the impact of critical raw materials in our supply chain. We are also aware of our impact on biodiversity, and we strive to reduce this impact through targeted projects. We apply circular principles to our goal of achieving net zero emissions in our value chain. We work with our suppliers to develop solutions for using sustainable materials in our products and services.



Our journey



2011

Green electricity

2015

Own business operations climate-neutral

2016

Launch of KPN-wide circularity program

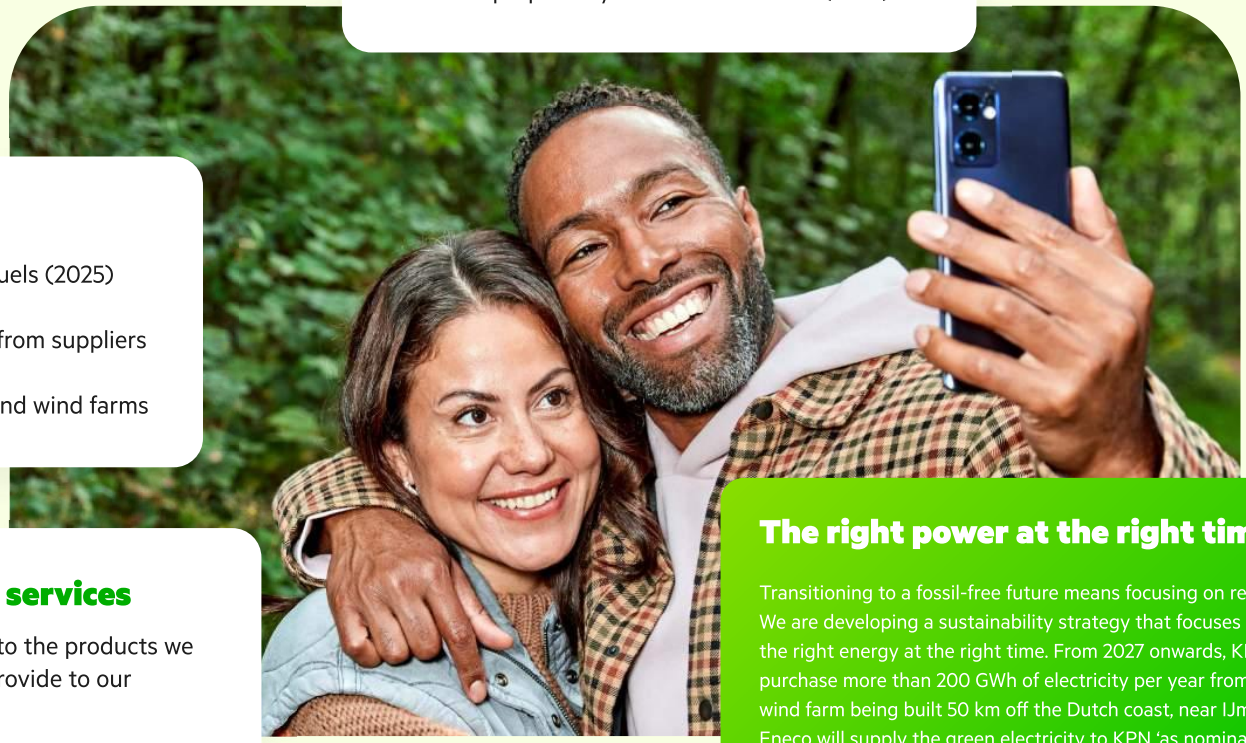
2022

86% reuse and recycling

Our goals

Waste reduction

- 85% reuse/recycling (2025)
- 95% of proprietary hardware collected (2025)



Energy

- Scope 1: 98% of our vehicle fleet runs on fossil-free fuels (2025)
- Scope 2: Electricity < 400 GWh[1] (2030)
- Scope 3: Net zero CO2 emissions in the value chain, from suppliers to customers[2] (2040)
- Two-thirds of all long-term energy from local solar and wind farms

Circular products & services

We apply circular principles to the products we select and the services we provide to our customers.

The right power at the right time

Transitioning to a fossil-free future means focusing on renewables. We are developing a sustainability strategy that focuses on using the right energy at the right time. From 2027 onwards, KPN will purchase more than 200 GWh of electricity per year from the new wind farm being built 50 km off the Dutch coast, near IJmuiden. Eneco will supply the green electricity to KPN 'as nominated', which means that KPN will actually buy the green electricity produced by the wind farm at times when it is windy. When it is not windy, other solutions such as storage or solar energy will be used.

1. -48% vs. 2010
2. -90% versus 2015 (max. 10% compensation via verified CO_2-rights)


Working together
for a better internet

We are pursuing accelerated growth in order to unleash the full potential of the internet and enable an optimally connected Netherlands to flourish.

By being attentive, providing excellent services, and continuously innovating, we want to be the leading digital partner for the Dutch business sector and society.

The urgency to get started is perhaps greater than ever – as our customers, colleagues, and stakeholders also tell us. They expect us to expand our commitment and to keep raising the bar even higher. Because when it comes to the internet, there is no finish line. Things can always be done better.

Over the past few months, during which we conducted an intensive study of the best practices in our industry, we realized that everyone in Europe is facing the same challenges in the telecommunications sector, and that most companies are choosing to focus on more or less the same issues. We see this as a tremendous opportunity, because by joining forces we can greatly increase our impact on society and demonstrate how telecommunications is shaping today and tomorrow.

Our appeal

KPN wants to make the Netherlands the world's best-connected country with products and services that are accessible to everyone. We call on everyone who works with us, and who wants to work with us, to help us shape the future of the Netherlands.

You can get in touch with us at esg@kpn.com



